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6 DEC 1965

MEMORANDUM FOR: Assistant Deputy Director for Support

FROM : Chief, Security Staff, Office of Logistics

SUBJECT : Proposal for the Creation of an OTR Seminar for  
Prominent Officers of American Corporations and  
Selected Academicians to Improve CIA's Public  
Image

1. Since my brief conversation with you some weeks ago I have most informally discussed the contents of the attached memorandum with several interested components. The response has been encouraging. Quite unofficially a draft of my memorandum was sent to the Director and Deputy Director of Personnel. The attached routing sheet contains their comments.

2. I would like to stress that this suggestion has not been coordinated with or evaluated by the Offices of Logistics or Security. Your attention to this matter is sincerely appreciated.

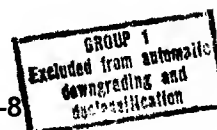


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Attachments:

Memorandum  
Routing Sheet  
Press Release

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1. During the recent running of Intelligence Review Course #11 several speakers notably Col. White and Mr. Karamessines voiced concern of the Agency's image as portrayed in recent newspapers and magazine articles. Col. White observed that the Agency's image might be improved through better contact with American educators and businessmen. In paragraph four of this paper I have outlined a proposal for implementing Col. White's suggestion.

2. My official assignment and duties necessitate frequent contact with many influential scientists, academicians, and senior corporate officers. I am convinced that the successful businessman and the intelligentsia on campus and in private research organizations are for the most part highly sympathetic to the aims of and reasons for CIA's existence. This opinion is further substantiated by the large number of contractors, universities, and consultants performing a multitude of tasks for various Agency components in a highly successful and secure manner.

3. These personalities are contacted on the basis of potential contributions to the intelligence community. They may meet a variety of Agency officials including contract negotiators, technical officers, contact personnel, and security officers. Their briefing and the resultant impressions of CIA depends to a large extent on the purpose of the contact, the time involved, and the personality and ability of their Agency contact.

4. I propose that the Office of Training develop a professional briefing that can be given at Headquarters Building in seminar fashion for carefully selected and influential contractors, corporate officials, businessmen, and educators. (Note: Depending on the acceptance and success of these seminars newly elected members of Congress might at a later date be included). This seminar would be expected to last one day. It would be limited to information no higher than the Secret level but would include for example a broad organizational picture, a review of CIA's charter, the congressional controls imposed on the Agency as well as some of the problems faced by the intelligence community operating within the framework of a democracy. Time might also be devoted to our various recruiting problems and our early retirement program. A sterile and security approved presentation of a successful but completed operational activity would no doubt impress "our guests". All questions and answers would be off the record and limited by security considerations.

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5. The demand for a better public image certainly necessitates bold and imaginative steps in this direction. However, other problems facing the Agency such as placement for early retirees, technological and scientific advances to name a few require that we take positive action to present the Agency's position to influential officials outside of government circles in a professional, skillful, and secure manner. The use of seminars and briefings is universally recognized and has become a part of American industrial techniques. The wide use of this device by other government agencies is typified in the attached copy of a recent press release.

6. I would propose that the initial seminar be limited to twenty-five individuals, with various Agency components submitting names of possible candidates. At the outset we might prefer to invite cleared and witting corporate officers. The Office of Logistics has a large stable of cleared contractors and could assist in the selection for a pilot program. However as the program developed selections would not be limited to people who are now in close liaison with CIA officials. In fact we would encourage nominations of personalities we are seeking to cultivate. The Office of Training would be charged with the responsibility of preparing charts, and assembling the panel of speakers. It must be assumed that a significant number of attendees would be of sufficient stature to demand an appearance by the Director, the Deputy Director and/or the Executive Director. The officer responsible for this project would be required to make some preliminary inquiries as to the success and direction of the Office of Personnel's recruitment program. Suggestions and comments should also be solicited from DD/S&T as well as the Office of Contacts.

7. The matter of a firm agenda, conference room space, food, the means to be employed in contacting nominees and like details would need coordination and detailed study. However, I believe that the time expended and the nominal costs involved would reap rich dividends some of which are listed as follows:

- a) Improve the Agency's public image with influential people
- b) A more receptive atmosphere for contact and recruitment personnel
- c) Opening of new avenues of approach for out placement and early retirement cases

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- d) An opportunity for Agency officials to hear comments and exchange views about its public image.

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UNCLASSIFIED				CONFIDENTIAL				SECRET			
CENTRAL INTELLIGENCE AGENCY OFFICIAL ROUTING SLIP											
TO	NAME AND ADDRESS						DATE		INITIALS		
1									JH		
2	Mr. Echols						26 MAY 65		JH		
3	C/R RPD										
4											
5											
6											
ACTION				DIRECT REPLY				PREPARE REPLY			
APPROVAL				DISPATCH				RECOMMENDATION			
COMMENT				FILE				RETURN			
CONCURRENCE				INFORMATION				SIGNATURE			
<b>Remarks:</b> <p>I'm not sure why Rex has sent this to us at this stage except for information and perhaps a reaction. If the proposal were submitted formally, I believe it should go to DD/S and from him to the Executive Director. But I am not sure that the Director of Personnel is the channel for its sponsorship.</p> <p>Would suggest you note any comments that you may have and return it to Rex--following the routing that he has indicated.</p> <p>I personally believe the program would be more likely to boomerang than to improve our image.</p> <p>(over)</p>											
FOLD HERE TO RETURN TO SENDER											
FROM: NAME, ADDRESS AND PHONE NO.										DATE	
ExAsst/DPers										24 Nov 65	

No reason for it to be necessary if handled  
right - it is of course a policy matter -  
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should we have an extension (of 100 series) of  
a positive public relations program?

A possible variation would of course  
be a 100 Industries program - need  
contacts picking the guests -

It should not be CP's task -  
this is our Agency - need problem.

(W)

It is my understanding that the DCI  
strongly favors programs which will  
bring about greater understanding &  
communication between Agency officers and  
industry & academic figures. Whether  
[ ] idea will fit into this or  
whether other approaches wherein the Agency  
goes to the "community" would be better,  
is anyone's guess

ETH



## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

DATE

11/22/65

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

Chief/RRPD

11-23

*[Signature]*

2.

3.

Executive Assistant to  
the Director of Personnel

24 Nov 65

*[Signature]*

4.

Deputy Director  
of Personnel

5.

Director of Personnel

6.

7.

Chief, RRPD  
639 1000 Glebe

8.

9.

10.

11.

12.

13.

14.

15.

Today, while working with a Log Officer trying to work out the resume problems for [redacted] the Security Officer for Log was called in, [redacted] -- I imagine you know him).

In the course of our conversation the notion of outside contacts and public image came up. [redacted] invited [redacted] and me to come to his office and review the draft of a proposal which he had discussed with Alan Warfield and was putting into writing (see attached).

I told [redacted] that his proposal appeared to mesh with some thinking going on at senior levels.

[redacted] loaned me the draft. I assured him that you would review it and be in contact with him-- to the degree that interests meld.

*[Signature]*

Don M.

3-5) This is indeed interesting. In this format, I think it should become an OTR program. I would suggest, however, that, since we would be holding these briefings for the Agency's benefit, by and large, it would only cheapen the program to ask the invited guests to defray their own travel costs. Maybe not, but I visualize it otherwise. Certainly this extensive a program must learn to crawl before it is up to

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By Tom Kelley, Staff Photographer

**BACK TO BOOKS**—This group of men is going to school here this week to learn more about how to do business with the Government, which is the Nation's biggest single customer. As Government defense

contracting grows in size and complexity, there is a growing demand among contractors for information on Government procurement procedures. The seminar was held at the International Inn.

## Firms Trek to Class To Learn U.S. Need

For thousands of American companies, the important facts of life these days are that the Government is their biggest customer and that to survive and thrive they must understand Government procurement procedures.

Growing Federal expenditures on military hardware and research and development are accompanied by a proliferation of seminars, courses and schools on how to do business with the Government.

The McNamara Era at the Department of Defense with its heavy emphasis on sophisticated management techniques has forced many small businessmen, and some big ones too, to go to school to find out what's going on.

An example of these seminars is one on the "Dynamics of Defense Marketing" being conducted at the International Inn this week. Joint sponsors of the seminar are the National Security Industrial Association and Harbridge House, Inc., a Boston consultant firm.

Thirty-five industry officials from the Washington area paid \$200 each to register. What they get for their money is an intensive course in such subjects as Federal procurement policies and programs.

As Maynard Goldman and Allen Mottur, the instructors point out, some defense contractors haven't been able to keep up with the new techniques applied by Pentagon business managers to procurement.

"Anybody marketing to the Government must know the techniques to play the game," Goldman said. Under McNamara, there has been an almost revolutionary shift in

emphasis to more incentive, more risk and more potential profit for contractors, he said.

Most defense procurement now is by incentive contract. Under these, the contractor assumes cost, technological and delivery-time risks, too, instead of the Government assuming all of them as often happened under cost-plus contracts.

The Pentagon is using an unlimited number of variations of incentive contracts these days, and to understand them, the contractor has to understand the management techniques emphasized by the McNamara team.

Those techniques—include "Contractor Definition," "Cost/Effectiveness" and "PERT-Cost"—are likely to be nothing but vague phrases to many contractors. But they are the new tools which the Pentagon uses to decide on weapons systems and research and development, and to constantly review and evaluate the programs.

Industry executives aren't the only ones arming themselves with understanding from seminars. Government procurement officials also are going back to class these days to find out what's happening. They need to know what the Pentagon managers and defense contractors are thinking and doing.

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LYNCHBURG, VA.  
NEWS

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SEP 24 1965

## 300 VPI Students In Co-Op Program

BLACKSBURG — Nearly 300 Virginia Tech students won't show up for classes here this fall.

Instead, they will begin work at a variety of industrial and business firms across the United States, from the Aberdeen Proving Grounds at Aberdeen, Md., to the Boeing Company plant at Seattle, Wash.

And another 300 students will return to the classrooms this fall, after similar work assignments in business and industry during the summer.

These are Virginia Tech's co-op students, who participate in the work-study cooperative program. The program is open

to both men and women students and combines on-campus study with off-campus work in alternate quarters.

Robert H. Pusey, director of the program, reported nearly half of the 1,800 freshman students enrolling at Virginia Tech this fall had indicated some in-

terest in participating in the co-op program. Several hundred ultimately will obtain co-op assignments.

If their academic work in the fall quarter qualified them for the program, the new students are eligible to begin co-op assignments after two or three quarters on campus. Most of the co-op students complete their freshman year here, then begin their off-campus work the following summer.

After that they alternate work assignments until they have completed their junior year. The senior year — fifth year, be-

cause it is a five-year program — is spent in residence at Virginia Tech.

The curricula in which students may participate in the co-op program now include aerospace engineering, business administration, chemical engineering, civil engineering, electrical engineering, and engineering mechanics.

Also included are industrial engineering, mathematics, mechanical engineering, metallurgical engineering, mining engineering and physics.

Many nationally known firms accept co-op students, among

them the Ford Motor Co., the Boeing Company, Westinghouse, Corning Glass, DuPont, Black & Decker, Goodyear Tire & Rubber, Mack Truck Co., Monsanto Chemical Co., Western Electric, Union Carbide, Eastman Kodak, and United States Steel.

A good many federal agencies similarly offer placement for co-op students, including the Army Corps of Engineers, the Army Engineering Research and Development Laboratory, the Coast Geodetic Survey, the Langley Research Center, and the Tennessee Valley Authority.

The Navy also is well represented on the list with its Air Engineering Center, Air Test Center, Ordnance Laboratory, Propellant Plant and Research Laboratory.

The Central Intelligence Agency even employs Tech students in the co-op program.

So do a good many banks, electric utilities, railroads, airlines, architects, consulting engineers, state highway departments, and similar organizations. Sears, Roebuck & Co.

also is on the list.

Since co-op students are paid for their off-campus work, they are able to earn a large part of their college expenses. The student's earnings in the seven quarters spent off campus usually are about the equivalent of of \$5,000 scholarship.

Transfer students also are eligible if they transfer to Tech by the first quarter of their sophomore year; they are eligible after one quarter's study at the university.